
NEXT FOUNDATION: PERSPECTIVE ON FUNDING

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Jan is currently the Environmental Director for the NEXT Foundation, residing in Te Tau Ihu, Nelson. Prior to joining NEXT in 2015, Jan spent 7 years with the Department of Conservation leading teams at district, regional and national level building partnerships and developing large scale collaborative impact projects focused on people, biodiversity and water. Jan was DOC's Conservator for East Coast Bay of Plenty around 5 years ago and was previously on the technical advisory group for Rotorua Lakes back in 2007 whilst leading the implementation of the Lake Taupo Protection Project with Waikato Regional Council.

TRANSCRIPT

I want to congratulate the LakesWater Quality Society for putting this symposium together and the high quality of speakers that have been through. It has been absolutely fabulous for me and a lot of things I am going to say have already been said because what we are looking for in terms of investment, you guys are already doing.

Coming back here after being away for a few years, it is great to see how much the work has progressed and how much is being done on the ground. It is nice to see the impacts being achieved, so well done.

I want to give a background on the NEXT Foundation, how we came to exist, a bit of a repeat on what Nicki Douglas covered this morning on collective impact and how to get that at scale. I will then talk about how we are trying to implement that in some of our projects around the country. I will also look at our investment portfolio on healthy rivers, which we have not really started yet, but ideas on how we get to that place as well.

NEXT Foundation's vision is to create a legacy of environmental and educational excellence for the benefit of future generations of New Zealanders. Education and the environment have been chosen as the two categories for support and investment because we consider that they have the greatest potential to inspire and create lasting value for New Zealanders. We aim to empower young people today and the leaders of tomorrow. Education opens the door to personal development, economic opportunity and innovation for society as a whole. New Zealand has an excellent education system, but there are a wide range of initiatives that can drive higher achievement and outcomes, including innovative projects at the edges of traditional systems.

We will invest in projects that strive for educational excellence to provide all New Zealanders with the opportunity to fulfil their potential and develop into talented individuals with the skills and confidence to confront the challenges and embrace the opportunities of a globalised world economy.

New Zealand's natural environment is the foundation of not only our economy but also our sense of identity. Our vision is to ensure our natural environment remains healthy so that

it will continue to provide us with the essential resources that underpin a thriving and prosperous New Zealand. Focussing principally on conservation, there are many threats to be managed or overcome such as habitat loss, introduced predators, urbanisation and water use.

The NEXT Foundation was endowed by a couple of very generous New Zealanders, Neil and Annette Ploughman, who are very smart and also very dedicated New Zealanders. It was launched in March 2014 and through their acumen and business they gifted \$100 million over 10 years, a substantial amount of resource to New Zealand for the outcomes they envisaged. It is a different kind of approach, a spend down strategic approach with a timeframe to spend the money focusing on outcomes and ensuring that they are sustainable in the long term.

We look at large scale interventions of \$3 to \$15 million per project over 10 years hoping that whatever we invest in will be sustained in the long term. They need to be transformational and inspirational so others will take these exemplars and follow them, and business like and rigorous. A critical element which lots of people have already talked about today is leadership. It is collective leadership, not about individuals and throughout all of our programmes.

We not only support people with funding but we bring lots of networks from the businesses that we have worked with over the years and the work we have done between each of us in various organisations. It is also helping people to be successful in their own personal or organisational missions. It is not just about money. There is other stuff, social capital that we can bring to these projects.



NEXT Education Initiatives



— Strategic leadership development for principals



— Digitally enabled learning system for lower decile communities of schools



— Digital literacy for teachers



— Digitally enabled and collaborative learning for Rotorua district



— Promoting richer language in the first 1,000 days



Innovative teacher training for top graduates and professionals to reduce educational inequality



Business School endowment fund



International exchange scholarships for business students



Predator Free New Zealand - Martin Kessick talked about this earlier and brought to bear the co-benefits of Predator Free, particularly on erosion and its impacts here in the Rotorua Te Arawa Lakes.

Healthy rivers and environmental education - A whole business approach on education and here in Rotorua there is the able leadership of Leith Comber in the Ngā Pūmanawa e Waru collective doing fantastic work, enabling leadership development and digital access with the schools and there are others around the country doing similar great work.



Environmental Investment so far



Rotorua Island (2008)

- A public conservation park and sanctuary for threatened species 83ha



Project Janszoon (2012)

- Transforming ecological health of the Abel Tasman National Park
- 2015 Green Ribbon Supreme Award winner – 22,000ha



ZIP (2015)

- A partnership to design, evaluate and implement innovative technologies to eradicate and defend large scale areas from predators providing sustained protection for biodiversity



Taranaki Mouna Project (2016)

- A large scale collaborative partnership project to restore and sustain ecological resilience to Taranaki Mouna
- 34,000ha and beyond

Predator Free Wellington (2016)

Te Urewera / Poutiri-Ao-ō-Tane / Cape to City

These are some of the environmental investments so far. My focus is the environmental side of the NEXT business. Prior to NEXT forming, the Ploughman's invested in 2008 to restore Rotorua Island, an area of 83 hectares, as a public conservation park and sanctuary for threatened species. It is now completely predator free and fully restored with an education centre as well.

The family and advisors then looked at Project Janszoon in 2012, a restoration of Abel Tasman National Park. Whilst developing that it became obvious there was not enough focus on research and development of tools to control predators so we then built a public-private partnership company called Zero Invasive Predators (2015) (ZIP) to design, evaluate and implement innovative technologies to eradicate and defend large scale areas from predators providing sustained protection for biodiversity.

In 2016 we moved on to the Taranaki Mounga Project, which I lead. This was a large scale collaborative partnership project to restore and sustain ecological resilience to the mountain, ranges and islands of Taranaki from pests and restore and revitalise wildlife; a large area of 34,000 hectares and beyond.

In partnership with Wellington City Council and the Greater Wellington Regional Council we are supporting Wellington's mission to become the first Predator Free capital city in the world.

There are other projects and approaches as in Te Uruwera, Poutiri ao ō Tane and Cape 2 City in Hawkes Bay and others around the country that I have worked with in the past that we take learnings from, both in values, systems and the human dynamics of how we might build these sorts of projects at scale.

Other NEXT Environmental Investment and Support

-  • Grant Ryan - Entrepreneurial Leadership
- Open source learning
- Artificial Intelligence
- Advanced technology to detect and lure predators

-  • James Mansell – Thought and practice leadership
- A high-trust, lower-cost alternative to enable data integration and reuse
- High trust, high value
- Participant controlled, inclusive
- <http://datacommons.org.nz/>



Other investments that we support are a project called Cacophony led by an entrepreneurial engineer called Grant Ryan using artificial intelligence and open-sourced learning to go much faster on video and acoustic detection and lures for predators to use

in the field. We also support James Mansell in a Data Commons project because we believe that presenting data in a more clear and meaningful way will enable people to own their problems and better contribute to the solutions.

When looking for investment opportunities it is important to provide assurance. We are not risk averse, in fact we look for the high risk areas, but we provide assurance to other investors as well as ourselves that the programmes enhance or are sustainable in the long term. They must have effective and compatible partners, as you have in the Rotorua Te Arawa Lakes Project. There must be a clear and coherent purpose that everyone aims for and is socialised across the agenda which in itself should be adaptive and emergent. Of course leadership is key and we look for projects which can be scaled and replicated. If we can provide a learning to share across the country to change the entire system we have been successful.



The Tomorrow Accord
PARTNERSHIP AND COMMITMENT

The NEXT Foundation's investment with Partners

- Game-changing conservation interventions for biodiversity gain and community engagement

NZ Government's commitment

- Ensure projects are well supported
- New Zealanders gain benefits
- Biodiversity outcomes are maintained

The Tomorrow Accord was brokered with the Government in 2014, led by Nick Smith at the time, who was the Minister of Conservation. It says that if we invest up front in achieving transformation, doing the heavy lifting such as providing abundant species in a particular place or removing predators or cleaning up some waterways, then the Government will maintain those outcomes in the long run. This means we invest in the large spend up front and the maintenance costs will be picked up by Government. That provides investors, not only us but others whom we bring to the party, a whole lot more assurance and commitment to other projects because then you can take your spend further and enhance the potential for innovation and other shared input.

Slide 13 - Nicki Douglas covered collective impact really well this morning and I can see a lot of the elements in the conversations today. But we need to think about how to lift the scale up. We do biodiversity here, waterways there and social impact elsewhere. However we must take a far larger scale approach to achieve the outcomes to save our rivers and bring back biodiversity.

Collective Impact

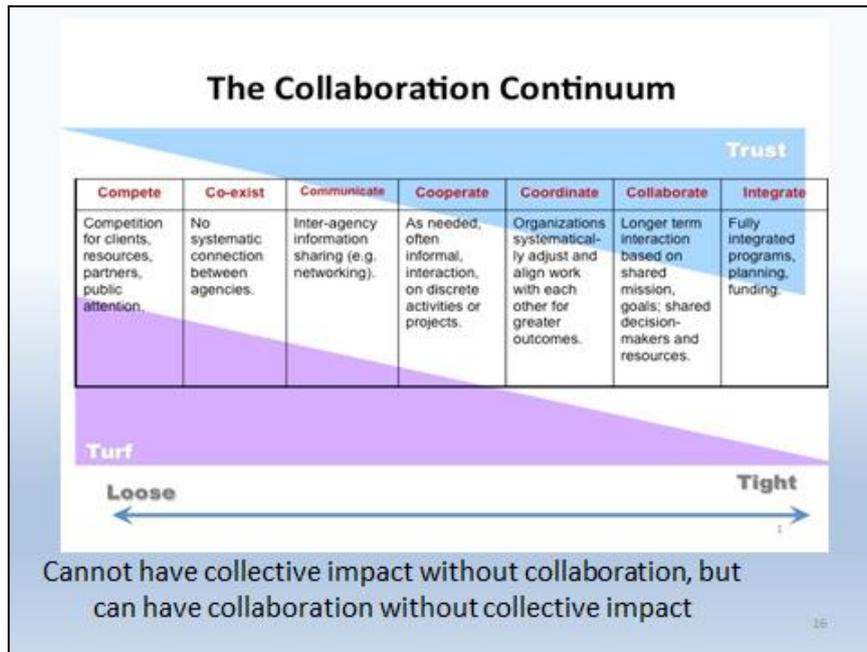
- 5 conditions to enable collective impact
 - Common agenda
 - Design for success of network, not organisation
 - Shared measurement, collective infrastructure
 - Mutually reinforcing activities
 - Continuous communication – multiple opportunities
 - Backbone support – scaleable and replicable
- Need to develop and showcase examples of collective impact for multiple outcomes including environmental in NZ
- http://ssir.org/articles/entry/collective_impact
- <https://www.collectiveimpactforum.org/tags/community-investments>
- <http://www.collaborationforimpact.com/tag/collective-impact-in-australia/>

Collaboration is required to fix the wicked adaptive and intractable issues, complex and complicated systems:-

- Incomplete or contradictory knowledge
- Large economic burden
- Many different views and vested interests
- Difficult to frame
- Reactions (cause/effect) not clear
- Diverse stakeholders with unique experience
- No right or wrong path
- Needs objective measure of success

Nicki mentioned the Cynafin Framework but we do not talk enough about the external drivers from things like climate change. Prof David Hamilton talked yesterday about the increase in lake temperatures and how that is going to affect dissolved oxygen and therefore the ecosystems. How will that change the overall systems and those places being looked after? We are not doing enough. We need to think about how we operate fast changing systems and have good values and approaches to deal with these difficult intractable issues coming our way.

Collaboration, as most of you know, is working across power differentials for a common purpose. There are different groups with different authorities and resources but if we can bridge those and build trust by action we achieve that common purpose. There is far more capability to achieve an outcome if you can convene across the system and keep everyone on the same page through efficient and effective communications. The example from the Hunua Project in Auckland this morning was quite amazing. If we can integrate across systems at scale and think about outcomes not just for ecosystems, for water, human elements and terrestrial ecosystems, then there is a far greater chance of succeeding.



Collaborating is not doing things in silos, understanding where the common ground is and supporting each other in having a clear purpose to achieve that common goal. I am sure many of you would have seen this in the past.

Why do we need biodiversity? Because it is in decline. It is quite chilling to think of the number of species and birds being chewed every day by the predators out there in the environment – we think 70,000 a day. Some 3,000 iconic species, both flora and fauna, are endangered. There are 168 of our unique native bird species. But our investment will never solve that problem alone so we need to get much better and smarter. We have new risks coming from climate change which are going to cause chaos in the ecological systems and we have to learn to deal with it. Spending will go towards saving infrastructure rather than biodiversity. We must act quickly.

Parliamentary Commissioner for the Environment
Jan Wright

Taonga of an Island Nation: Saving Our Birds, 2017

- Securing a representative selection of high biodiversity sites against the pressures of weed and pest problems
- “..a portfolio of areas like Taranaki Mounga...large...”
- ensuring that populations of all key species are robust
- Engaging the NZ public in this challenge
- “...support for, and co-ordination of community groups...”

Taking action NOW – the next two decades will be critical

I was pleased to see Jan Wright's report come out recently. She provided us with a vision for the country to build abundant, resilient, and diverse populations of species. She was talking about birds, but it gave us assurance that our work was on the right track when she said that we need to be working at scale. Here in the large area of the Rotorua Te Arawa Lakes systems you are all looking at outcomes together, with multiple agencies working for a common purpose and engaging your public in that challenge.

It is one of the things that we do not do very well, engage the public and communities. We do not tell the story well enough in my view but we could get better and work on it far more collectively. Community groups are where the action hits the ground and it empowers those groups to be even more effective but we have to be doing it now.

A bit more detail on some of our projects. Project Janszoon based in Abel Tasman National Park. There was an initial investment which was a contractor, being DOC in this case, and funder, being us. Two parties shifting what was merely around \$60,000 a year biodiversity budget and is now up to about \$1.2 million. There is a 20,000 hectare trapping network and regular 1080 campaigns. Half a dozen species have been translocated back into the park and coincidentally the tourist numbers have gone from 140,000 five years ago to over 300,000 last year. There are quite significant changes and it is also providing us with learning for other projects as well.



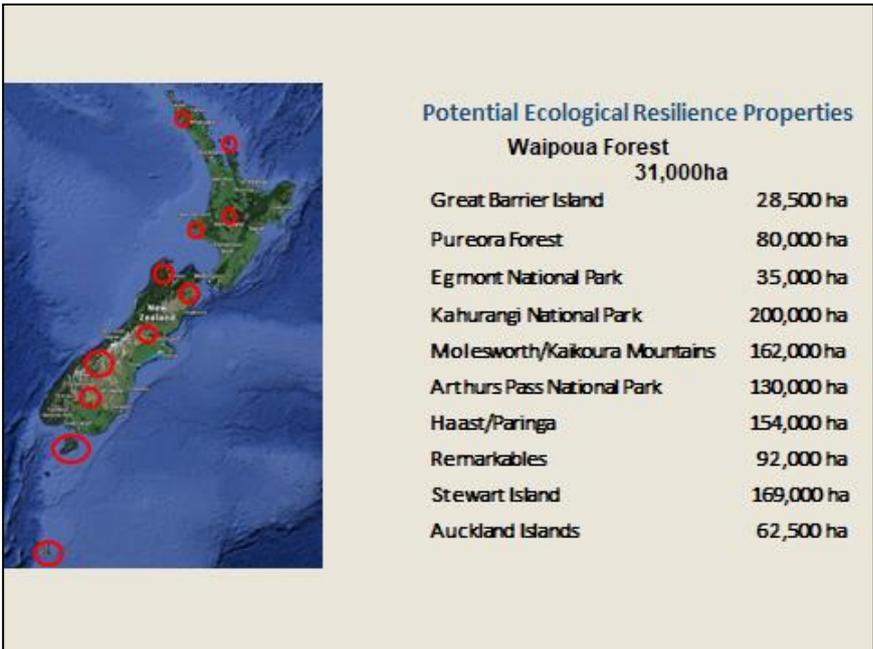
I want to talk about building collaborations, Zero Invasive Predators (ZIP) being one example. It is a private public company with charitable status, primarily a partnership between DOC and the NEXT Foundation but a separate company of its own. It is also funded by the Morgan Foundation (Gareth Morgan), Jasmine, which is his son Sam, various dairy companies, all funding at quite a high level, about \$4 million a year in total. They provide technologies, methodologies, tools to eradicate predators and they are tracking really fast. We think we are getting close to a possum eradication tool.

ZIP's purpose is to secure New Zealand's biodiversity by developing innovative, strongly supported technologies to **remove** predators from mainland sites and **protect** those sites from reinvasion.



ZIP's purpose is all about research and development of new tools and techniques to remove predators. That is all they do. They do not do social engagement, nor do they do the science or a lot of written papers that one would normally expect when doing research and development. They are getting to the tools and getting the tools out there as fast as they can.

I mentioned ZIP because I do not think we understand it well enough. Most pest programmes are largely around suppressing or controlling numbers. But ZIP is a different kind of science with different tools. We need better detection and to be ruthless, getting every last critter or it's wasting our money. That is the mind-set we must bring to the challenge of Predator Free 2050.



After Janszoon was underway we started to look across the country to invest. We asked DOC where we could go if we had the opportunity to do other large scale investments. We looked closely at all these large potential ecological resilience properties. In the end we chose Taranaki Mounnga for a number of reasons. It is iconic, has a mix of dairying in the wider catchment, a strong possum self-help programme led by the Taranaki Regional Council and a large connected community. If we could be successful there and provide exemplars and templates then we could roll these models out elsewhere in the country. To be clear though, NEXT is on the backseat. We are helping to build it but in the end the community, Iwi and locals will be leading this project in years to come.



THE STORY SO FAR

Background and Development

- Government and NEXT agree on Tomorrow Accord 2014
- 10 Large scale sites proposed to NEXT from DOC
- Taranaki iwi hosted in Abel Tasman
- Taranaki Mounnga selected by NEXT Board Dec 2015
- Founding Parties of Taranaki iwi Chairs, NEXT and DOC
- Agree to an MOU April 2016
- Founding Sponsors Announced - \$24M over 10 years
- PFNZ2050 announced 2016

Taranaki Iwi Chairs Forum

 Department of Conservation
Te Papa Atawhai

NEXT FOUNDATION
Investing in our land, our people

Initially we worked with DOC to build the portfolio and establish the programme. The Tomorrow Accord got off the ground in 2014 providing our backers with the assurance that their money would be well spent and the impacts achieved. We hosted Taranaki Iwi at Abel Tasman to show the work that was being done and how effective it is if applying those collective impact approaches. We signed an MOU with all parties and looked for other sponsors. It is now a \$24 million project committed for the next 10 years to eradicate predators and bring back species to restore the mountain's vitality once again.

Once we had the plan built and convened the partners, we were able to ask other potential sponsors and founding partners if they would like to invest as well. We have Shell New Zealand and some may disagree but they have been very helpful, not just in their rigour but also their understanding of community processes and bringing some 'commons' approaches to our engagement.

Sam Morgan of Jasmine Social Investments is helping as well and the Taranaki Savings Bank Community Trust is very important. They bring a lot of insight into how that community works and help to fund the work programmes. Landcare Research is alongside providing research background to our project as we progress.

The Project Outcomes:

- The ecological resilience of Taranaki Mouna is restored
- Taranaki iwi Chairs and community, supported by local, regional and national government embrace and sustain the transformation
- The Taranaki Mouna Project inspires other communities and investors to address NZ's ecological challenges at landscape scale

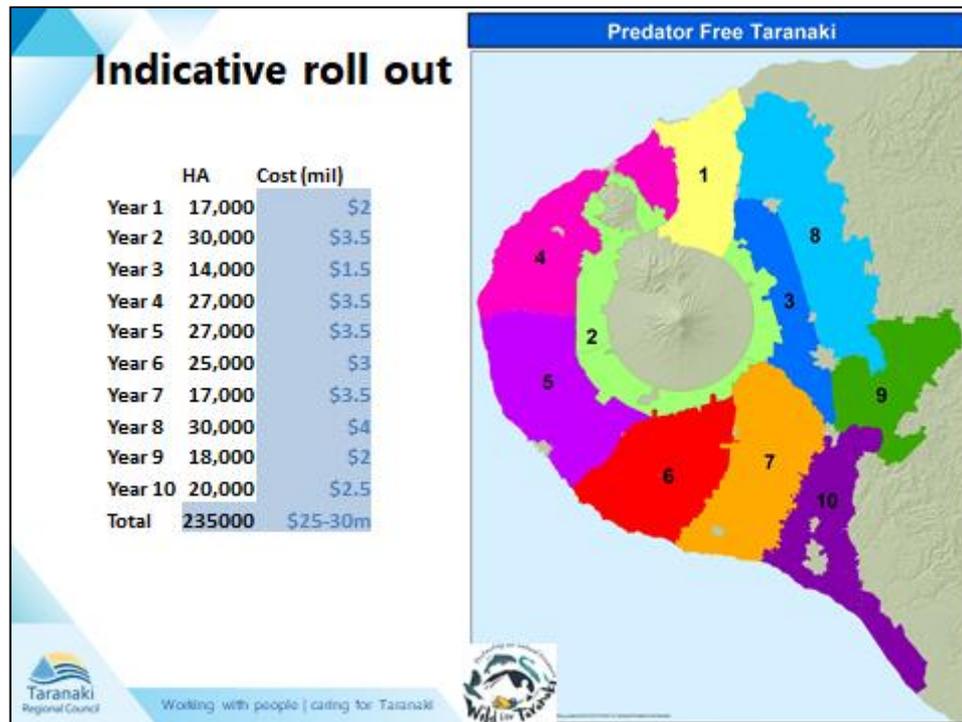
We do not do IP; we like to share all our knowledge and learning as much as we can.

Nicki touched on values and purpose this morning and these are really important. Systems that are changing fast are potentially chaotic and it is essential to move fast or if evidence is missing and decisions must be made, it is important to have good values, based on integrity which come from the Iwi of Taranaki.



It has inspired the Regional Council to think about how they move towards a Predator Free Taranaki. They have a plan to roll out each year for predator control across the region off the back of their possum control programme. They will be trialling some possum eradication techniques in that region this year.

This programme has an objective to encapsulate health and wellbeing as part of the whole solution as well. Rangatahi are co-designing excursions and learning on the mountain to achieve health and wellbeing benefits from being involved in conservation and learning skills. There are some simple things going on. Someone with no shoes, who has lived in New Plymouth all their life and never been to the mountain is now part of designing a programme to help other youth get involved in this project. That is important for the long term sustainability of projects like this.



There have been a lot of challenges and there always will be. No one has gone to eradication at this level before so finding technical capabilities is difficult. We have to build as we go. It takes time to develop partnerships operating with common values, to build trust and to share the stories like this. It has taken three years for us to get started. Systems for maintaining and sharing data do not exist and we need to move that along and tell our story in more meaningful ways so people in communities understand the problem and the solutions. We will be investing in that more as we go forward. As scaling up occurs, maintaining agile and effective management and co-ordination systems have to change as more people get involved. It is important to have the right kind of efficient process for sharing learnings and involving others.

In conclusion:

- To make impact at scale we need to provide investment assurance because there are always other investors interested in our progress because they could help in other projects.
- The common vision, common metrics and values are important to share learnings as you cannot manage what you cannot measure.
- A common agenda so the various players across the organisations are working for the same goal.
- The backbone infrastructure is far more important than people realise, administration, printing newsletters, bank accounts, all needs to be done well.
- There are multiple opportunities to connect and build for the network, not just the organisation on its own.

There is a major opportunity and more access to meaningful data in layman's language. If we can empower communities to own their waterways, own the problems, we have a better chance to sustain the solutions. We are looking to work in that space as well.



Kia ora mai tatou